

4 MAY 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence

FROM : Harry E. Fitzwater
Director of Personnel Policy,
Planning, and Management

SUBJECT : Personnel Planning

1. Action Requested: Paragraph 4 of this memorandum requests information from you.

2. Background: At the 15 April Executive Committee meeting you decided that the Annual Personnel Plan and Annual Personnel Report have outlived their utility and should be discontinued in their present form. You also tasked my Office and the Executive Committee Staff with developing alternative ways to accomplish the objective of effective personnel planning and to assist the DDCI/DCI in "getting a handle on" the Agency's personnel management system. At the same meeting you commented that you would provide the areas of your interest.

3. Staff Position:

a. I plan to convene a senior working group to address the topic of personnel planning and will report back to you and the Executive Committee on alternatives to accomplish your objectives. I believe a system can be developed that while not requiring the inordinate use of resources will be useful and tailored to your needs. A major problem is determining the standard or goal against which to measure progress. My staff can provide statistical reporting for monitoring purposes but the setting of the standard or goal will need to be a managerial decision. We can provide target figures against which standards or goals can be set.

b. Knowing the personnel management areas that you wish to monitor will be helpful in developing this planning system. For your consideration, I suggest planning in the following areas.

° Promotions. To insure consistency and equity Agency-wide, the rates of promotions and the ages and grade profile of those promoted can be monitored.

° EEO Progress. Monitoring the hiring rate of women and minorities and the use of upward mobility programs can provide an indicator of EEO success.

° Rotational Assignments. Monitoring this aspect of the Senior Officer Development Program will provide an indicator of successful development of potential senior officers.

° Recruitment. Reporting can be provided that will keep you advised as to the mix and quality of the recruitment effort.

° Performance Appraisals. Reporting can be provided on the average rating of employees on the numbers and disposition of counseling cases.

° Awards and Quality Step Increases. Monitoring of these programs can provide indicators of the amount of special recognition afforded superior performers.

° Strength. Reporting on the Agency's on-duty strength and with projections of hires and losses will provide an indicator of success in attaining ceiling strength.

4. If there are other areas that you are interested in monitoring, we will add them to the above list.

[Redacted Signature Box]

Harry E. Fitzwater

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